



Modernisation of Institutional Management of  
Internationalization in South Neighboring Countries

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# MIMI Experiences at Yarmouk University

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Dissemination Visit, Jordan 29 September 2015



Tempus





- ▶ What is MIMI about?
- ▶ YU's Role
- ▶ YU General Overview
  - ▶ Internationalization Problem Statement
- ▶ **Status, Challenges, and Suggested Solutions**
  - ▶ SWOT Analysis
  - ▶ Dissemination, Sustainability and Student Involvement
- ▶ Financial Management



# What is MIMI about?

## Synopsis

- ▶ Favor HE internationalization in the south neighboring area by the adoption of an approach that is compatible with European standards and practices and enables development of regional linkages and relationships in the region



# What is MIMI about?

## Objectives

- ▶ **Measure internationalization** in PC institutions, provide comparative analysis to international processes, identify areas of change and assist in setting targets for improvement
- ▶ **Develop an internationalization management model** in PC institutions and provide appropriate knowledge and means to improve internationalization actions that contribute to the sustainability of the international dimension
- ▶ **Improve governance procedures** to enhance internationalization within university hierarchy
- ▶ **Utilize virtual tools** to enhance internationalization
- ▶ **Disseminate good practices** and share practical experiences in benchmarking analysis applied to university international relations



# What is MIMI about?

## Expected Outcomes

- ▶ The Internationalization Management Model (**IMM**) to be applied in PC institutions
- ▶ International Offices (**IR**)
  - ▶ Capacity Building
- ▶ Arab Network of International professionals (**ANI**)



# Yarmouk University's Role

WP	Type of WP	Title	Lead
1	Development	Measuring and Profiling Internationalization	CHE
2	Development	Harmonization of University towards Internationalisation	WUT
3	Development	Supporting Structures for Internationalisation	CF
4	Development	Human Resources & Capacity Building	MUBS
5	Exploitation	ANI	AArU
6	QA plan	QA Tools in Management of Internationalization	Sapienza
7	Dissemination	Dissemination & Sustainability	UB
8	Quality Plan	Monitoring and Impact Evaluation	UAE
9	Management	Management	UB

YU isn't leading any workpackage but is involved in every workpackage



# Yarmouk University

## Overview

- ▶ Founded in 1976 with a mission to provide quality education
  - ▶ The second oldest university in Jordan
- ▶ Located in the Northern part of Jordan (at the center of the City of Irbid)
- ▶ 15 faculties that offer 66 bachelor, 54 master, and 10 PhD degree programs – 18 centers for research and career development





# Yarmouk University

## Internationalization Policy

- ▶ Internationalization is a key dimension in the strategic plan of the university as it supports the University's vision and mission in providing Jordan and the neighboring countries with caliber graduates to the market needs
- ▶ Some conducted activities/policies include:
  - ▶ Adoption of education system that is based on the international best practices
  - ▶ Supporting the academic staff with highly qualified staff graduated from the USA and Europe through scholarships of its highly ranked graduates
  - ▶ Attracting international students through distinguished academic programs
  - ▶ Promoting collaboration between its academic staff and others from the USA and Europe mainly through EU-funded projects
  - ▶ Establishment of the International Relations and the External Projects Offices
  - ▶ Exchange staff and students agreements
  - ▶ Teaching foreign languages
  - ▶ Conduct activities that build international relationships





# Yarmouk University

## SWOT Analysis

### Strengths

- ▶ Second largest state university
  - ▶ Partially funded by the govern.
- ▶ Distinguished faculty graduated from best schools, worldwide
- ▶ Has the largest library
  - ▶ Houses the center of excellence which provides databases to all universities
- ▶ Agreements and MOUs with local and international instit.
- ▶ Scholarships/Grants
- ▶ English is the instruction language

### Weaknesses

- ▶ Big budget deficit
- ▶ Weak infrastructure of some facilities
- ▶ Relatively large student population
- ▶ Inability to attract distinguished faculty due to low salaries
- ▶ Lack of control over admission
- ▶ Limited landscape
- ▶ Overstaffed administrative body
- ▶ Relatively Low expenditure and budget for academic research



# Yarmouk University

## SWOT Analysis

### Opportunities

- ▶ Rising demand for new academic programs
- ▶ **Joint research activities/programs with foreign institutions**
- ▶ Growing demand for university training and consultation services
- ▶ Potential investment opportunities
- ▶ Potential community service ventures in which the university could participate
- ▶ Expansion of medical programs in the south campus

### Threats

- ▶ Potential future financial difficulties
- ▶ Competition for distinguished faculty due to high regional demand
- ▶ Rapid technological demands
- ▶ Changing labor market demands



# Yarmouk University

## SWOT Analysis Results

### SO Strategies

- ▶ Opening new high market demand programs
- ▶ Seeking more international joint programs
- ▶ Reaching for community service

### ST Strategies

- ▶ Training of new faculty members abroad
- ▶ Sending more graduate students abroad for graduate degrees
- ▶ Seeking external funds for technological development and advancements

### WO Strategies

- ▶ Seeking more exchange programs for foreign universities
- ▶ Raise faculty members salaries and incentives
- ▶ Finding external funds for infrastructure

### WT Strategies

- ▶ Seeking independent policy for admission
- ▶ Seeking more governmental support
- ▶ Seeking opportunities for financial investments with YU



# Yarmouk University

## International Stats. (as of March, 2015)

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- ▶ ~1000 academic staff
  - ▶ Only 32 are non-Jordanians
- ▶ ~2000 administrative and technical staff, and
- ▶ ~36,000 students
  - ▶ Only around 3000 are international
- ▶ 40 Tempus, Erasmus Mundus and FP7 and others
- ▶ 159 Agreements
  - ▶ 69 local, 19 regional, and 71 international
- ▶ 4 Joint Academic Programs
- ▶ Alumni follow-up outside Jordan???



# Yarmouk University

## Problems

### First Priority

- ▶ Limited Range of IO Responsibilities
- ▶ Lack of Structural Budget
- ▶ Lack of comprehensive information on international affairs accessible online
- ▶ Lack of control over admission policies; relatively large student population
- ▶ Limited knowledge of English among students and staff

### Second Priority

- ▶ Lack of staff in the international Relations Office
- ▶ Low participation rate of academic staff attending at least one international conference
- ▶ Low share of academic staff participating in international projects
- ▶ Low share of international students
- ▶ Low share of degree programs taught wholly in a foreign language
- ▶ Low share of distinguished researchers due to low salaries
- ▶ Low share of international research projects



# Limited Range of IO Responsibilities

Responsibility: AVP– IO, Delivery Date: Oct. 2016

## ▶ Suggestions:

- ▶ Coordination of inbound/outbound mobility (students and Staff)

### ▶ Action Plan:

- IO coordinates outbound of students with scholarship office
- IO coordinates inbound of Arabic Language Center students
- IO coordinates Faculty inbound and outbound for short participation to projects, conferences, workshops.....
- Inbound of International Students (Exchange students only)

- ▶ Local coordination of existing EU educational projects

- ▶ Promotional activities (educational and research offer of the university)

### ▶ Action Plan:

- This is the Responsibility of the Foreign Projects Unit
- IO will promote:
  - Language Center
  - Refugee Center Studies
  - Student-Faculty exchange



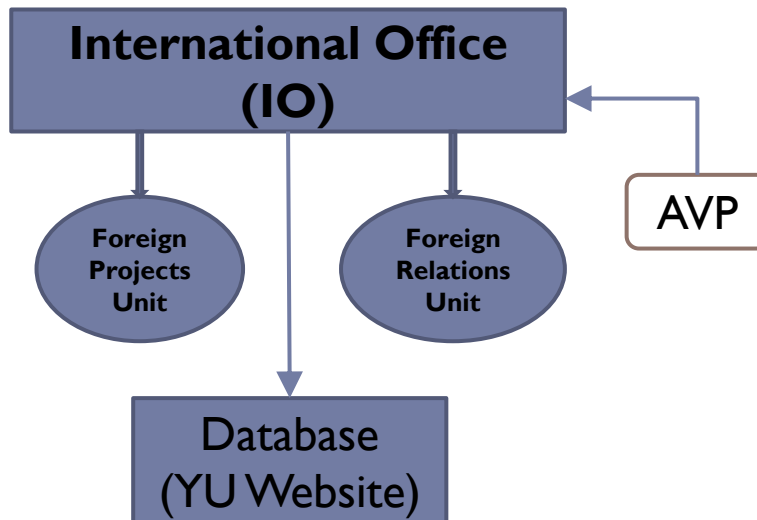
# Limited Range of IO Responsibilities

Responsibility: AVP– IO, Delivery Date: Oct. 2016

## ▶ More Suggestions:

- ▶ Management and maintenance of international partnerships (database creation and update, progress monitoring, controlling legal and financial aspects of cooperation, opinions on terminations or early exits, etc..)

## ▶ Suggested Structure:





# Lack of Structural Budget

Responsibility: IO, Estimated Delivery: NA

## ▶ Suggestions:

- ▶ Allocate budget for:
  - ▶ Staff
  - ▶ Staff Training
    - **Current Situation:** The cost of staff and staff training are embedded in the University main budget according to the University regulations
  - ▶ Travels (abroad and domestic, training trips inclusive)
    - **Current situation:** Cost of travel abroad has its own budget tied directly with the AVP
  - ▶ Cost of promotion (maintenance of international part of the website inclusive)
    - **Current situation:** Cost of promotion of the website is run through the budget of the computer center
  - ▶ Equipment (if needed)
  - ▶ Other (printing, translations, outsourced services, etc.)
    - **Current Situation:** Equipment and other needed services are supported by the University Budget for the IO and projects funding, and Printing, translations & outsourced services are provided by IO staff





# Lack of comprehensive information on international affairs accessible online

Responsibility: IO and Comp. Centre, Estimated Delivery: Oct. 2016

## ▶ Suggestions:

### ▶ Supplement the website with:

#### ▶ University Regulations

- **Current Situation:** University regulations are available on the University website in Arabic language, Computer Center is working on providing them in English

#### ▶ Student Mobility (Programs, requirements, applications, forms, financial support, .....

#### ▶ Staff Mobility (Similar to above)

##### □ **Current situation:**

- Some of the student and staff mobility ,regulations programs, applications, activates, and more are available on the University website.
- [www.yu.edu.jo/en](http://www.yu.edu.jo/en)
- Needs improvements for faculty & students mobility

#### ▶ International Partnerships

- **Current situation:** Available in Arabic and need to be published in English

#### ▶ Intentional Projects

- **Current Situation:** Available on YU Website – needs updating

#### ▶ Information Service for foreign students

- **Current situation:** Available on YU site – needs more Info on Services and regulations



# Lack of control over admission policies; relatively large student population

Responsibility: Dean of Grad. Studies and Reg. Dept.

Estimated Delivery: Sep. 2015

## ▶ Suggestions:

### ▶ Shift admission of international students to IO:

#### ▶ **Current Situation and Plan:**

- Bachelor Program Admission is Regulated by The Ministry of Higher Education.
- Exchange Students (full degree) is regulated by MOHE , (short exchange ) IO and registration play a role.
- Admission of Graduate program are GS Dean available on:  
<http://graduatestudies.yu.edu.jo/en/> Need Improvements & updating



# Limited knowledge of English among students and staff

Responsibility: Leadership, Estimated Delivery: NA

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## ▶ Suggestions:

### ▶ Develop language courses for students and staff:

#### ▶ **Current Situation:**

- All graduate students must pass TOEFL exam.
- All Undergraduate students must pass Eng99 and take English 101.
- Language Center & QRC offer courses for credit or non credit to staff and students.
- Seven out Fifteen colleges teach in English.



# Lack of staff in the international Relations Office

Responsibility: AVP and IO, Estimated Delivery: Jan. 2016

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## ▶ Suggestions:

- ▶ Recruitment of 2 new qualified staff members
- ▶ Training program
  - ▶ **Current Situation:**
    - New IO with 2 units IO (1) and FPMU (2)
    - Requesting 2 more for IO for Jan 2016
    - Train 4 Staff through MIMI (Sept. – 2015)



# Low participation rate of academic staff attending at least one international conference

Responsibility: Leadership, Estimated Delivery: NA

## ▶ Suggestions:

### ▶ Create incentive policy for staff

#### ▶ **Current Situation:**

- ❑ A limited Budget is available and regulated by the University budget under the AVP
- ❑ Need incentive policy for Research publishing and participating in conferences

#### ▶ **Potential Problems:**

- ❑ It is not easy to have visas for many countries
- ❑ Low Budget for research
- ❑ It is not easy to take long leaves due to the high load of academic staff



# Low share of academic staff participating in international projects

Responsibility: IO, Estimated Delivery: NA

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## ▶ Suggestions:

### ▶ Create incentive policy for staff

#### ▶ **Current Situation and Plan:**

- More Training workshops
- Online Announcements for open calls
- Incentives in promotion regulations



# Low share of international students

Responsibility: NA, Estimated Delivery: NA

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## ▶ Suggestions:

### ▶ Increase marketing activities

#### ▶ **Current Situation and Plan:**

- Due to the political situation in the region (9%)
- High competition between Jordanian Universities
- We propose more international agreements with Foreign universities to promote YU



# Low share of degree programs taught wholly in a foreign language

Responsibility: Leadership, Estimated Delivery: NA

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## ▶ Suggestions:

### ▶ Develop institutional foreign degree policy

#### ▶ **Current Situation:**

- YU is oriented toward Humanities and social Sciences
- We have 48 programs taught in English which are around 32% from the total programs at YU





# Low share of distinguished researchers due to low salaries

Responsibility: Leadership, Estimated Delivery: NA

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## ▶ Suggestions:

### ▶ Motivational incentives for researchers:

▶ Raising salaries

▶ Mobility opportunities

□ **Current Situation:**

□ Financial Problems

□ Salaries are governed by Government regulations

□ Sabbatical Leave

□ More faculty exchange through international agreements



# Low share of international research projects

Responsibility: IO, Estimated Delivery: NA

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## ▶ Suggestions:

### ▶ Motivational incentives for researchers:

#### ▶ **Current Situation:**

- More Training workshops
- Online Announcements for open calls
- Incentives in promotion regulations



# Financial Management of External Projects

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- ▶ YU is a state university that adheres to the governmental practices in processing financial paperwork
- ▶ YU financial procedures are thus monitored by the auditing bureau (a governmental body)
- ▶ YU has an old financial department, since its establishment in 1976, that includes tens of experienced accountants and auditors



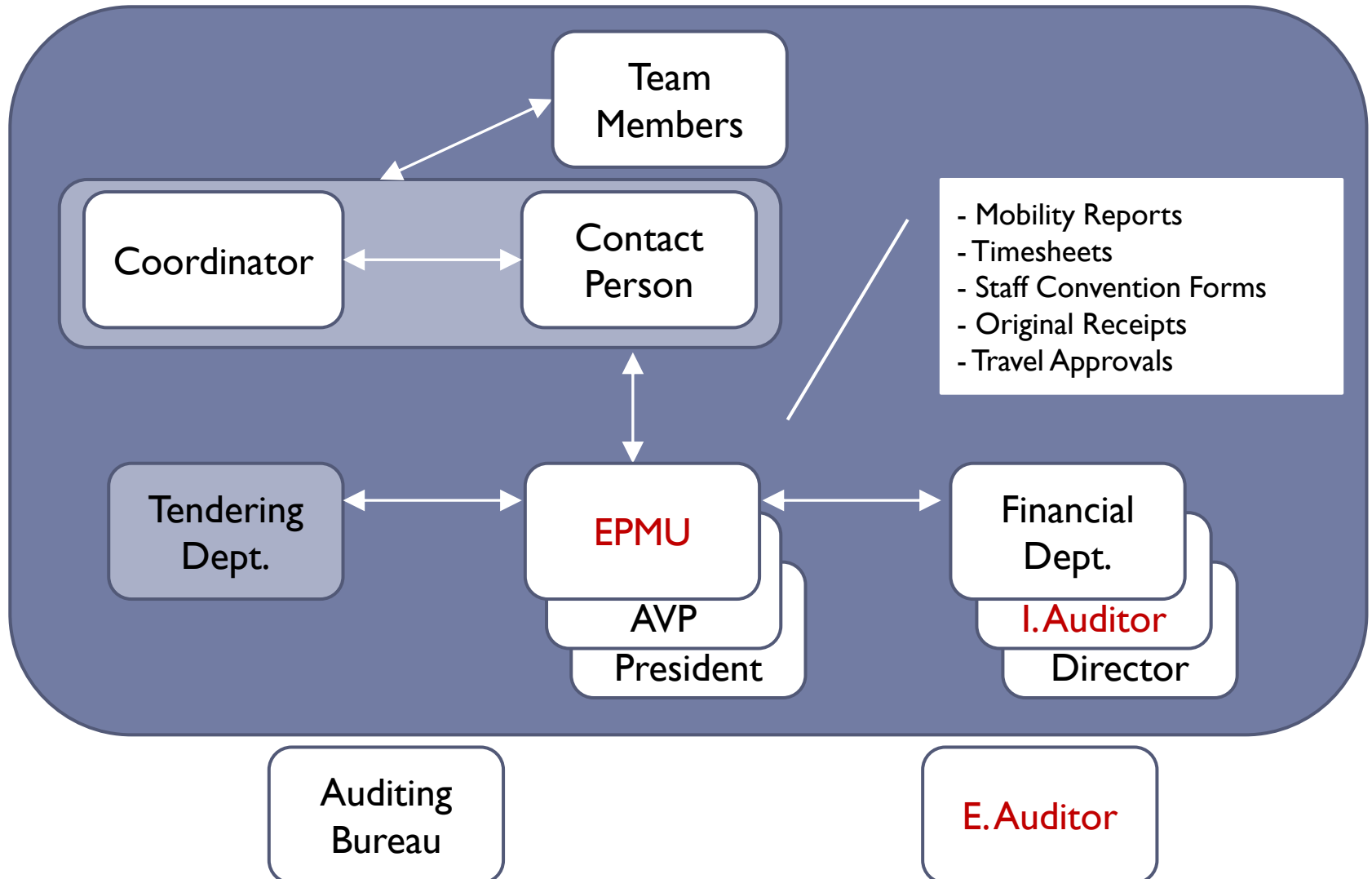
# Types of EU Projects

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- ▶ **Tempus**
  - ▶ Mobility
    - ▶ Mobility Reports
    - ▶ Sometimes paid directly by the coordinator or through the project account in the university
  - ▶ Staff Cost
    - ▶ Staff Convention Forms
    - ▶ Timesheets
  - ▶ External Auditor
- ▶ **Erasmus Mundus— exchange students or staff**
  - ▶ Payment is done directly through the coordinator
- ▶ **FP7**



# Workflow





# Authorizing Bodies

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- ▶ **External Project Management Unit (EPMU)**
  - ▶ Delegate auditor from the Financial Dept. (internal auditor)
- ▶ **Financial Department**
  - ▶ Delegate auditor to the external projects dept.
  - ▶ Accounts
- ▶ **Tendering Department**
  - ▶ Equipment purchase
- ▶ **External Auditor**
  - ▶ At the end of each Tempus project
- ▶ **Auditing Bureau**
  - ▶ Ongoing supervision



# Equipment/Tendering

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- ▶ **Announcement**
  - ▶ Anonymous vendor
- ▶ **At least three offers**
  - ▶ The highest quality with the lowest price
- ▶ **European origin**
  - ▶ Preference



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Thank you for your attention!



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